

**Q1:** Where can Columbia's 12/14/11 Restrictive Declaration (the "Declaration") be found?

**A1:** As set forth at page 1 of the RFP, a copy of the Declaration can be found at [www.nylovesbiz.com/Subsidiaries & Development Projects/Columbia Manhattanville Project/Additional Resources](http://www.nylovesbiz.com/Subsidiaries & Development Projects/Columbia Manhattanville Project/Additional Resources).

**Q2:** How is Local (community) defined under the RFP? Is it just Community Board 9 in Harlem?

**A2:** See Declaration Section 1.66: "Local businesses are those located in zip codes: 10025, 10026, 10027, 10029, 10030, 10031, 10032, 10033, 10034, 10035, 10039, 10040, 10451, 10454, 10455, and 10474." With respect to other Project-related community benefits to be implemented by Columbia, the local community may be considered to be persons residing in the foregoing zip codes, residents of Community District 9, or other residents in close proximity to the Project site.

**Q3:** What is the total construction value of the project over the course of the current 1- year RFP period?

**A3:** Construction during the initial year is expected to include: demolition on Blocks 1996 and 1997; construction of a slurry wall surrounding Development Sites 2 and 3; excavation and below-grade construction beneath Development Sites 2 and 3 and beneath the future Open Space on Block 1996; and commencement of a Two-Block Slurry wall surrounding Blocks 1996 and 1997. There is not a precise total construction value for the one-year period.

**Q4:** How many prime and subcontractors are anticipated for this 1-year period?

**A4:** That will be determined by Columbia with its construction manager and may be subject to fluctuation.

**Q5:** How often would ESD like a project manager to review and report on the construction time schedule for the project?

**A5:** Pursuant to Declaration Section 5.03(b), Columbia is required to submit an Implementation Plan quarterly for the first two years. The quarterly Implementation Plan will contain information on Columbia's progress in achieving construction milestones. However, as Section 5.03(b) concludes, ESD has the right to "independently verify [Columbia's] compliance", through further requests for information as necessary. See RFP page 4, Tasks 1(b) and 1(c). Job progress reports are expected at least quarterly, or more frequently as necessary to ensure compliance.

**Q6:** How many tiers of subcontractors to meet the M/WBE and workforce goals will be taken into consideration?

**A6:** See Declaration Section 5.06(c): Columbia "shall cause the Affirmative Action Obligations to be made binding conditions of all contracts entered into by [Columbia] or by [Columbia's] contractors or agents relating to construction of the Project."

**Q7:** Is a compliance monitor expected on site to monitor workforce compliance milestones? If so, how often?

**A7:** No on-site field office is expected to be necessary. However, it is expected that the GPP Monitor will make periodic site visits as necessary to confirm Columbia documentation.

**Q8:** Regarding RFP page 5, Task 4(b): Will reporting to ESD take place on a quarterly basis? If so, will monthly job progress reports be provided to GPP Monitor?

**A8:** See A5. The GPP Monitor is expected to meet periodically with ESD staff (at least quarterly), at ESD's request and at mutual convenience. In the initial stages of the GPP Monitor's review of Columbia documentation, meetings may be more frequent as needed.

**Q9:** Regarding RFP page 5, Task 4(c): Same as question Q8 above. Attendance at meetings?

**A9:** See A8.

**Q10:** Regarding RFP page 5, Task 4(d): What are requirements of participation of annual meeting and frequency of reports?

**A10:** In addition to meetings with ESD, it is expected that the GPP Monitor will accompany ESD to a meeting with Columbia at least annually, and, again, perhaps more frequently as necessary in the initial stages of the contract or as necessary to ensure compliance. Topics at that meeting would include: Columbia compliance; adequacy of Columbia documentation of compliance; and timing of Columbia compliance reporting.

**Q11:** Regarding RFP page 6, Task 5(a): This Item could be very time consuming, with relationship to Freedom of Information Law request. Could you provide more detail of expectations?

**A11:** In the course of a long construction period, and in enforcing a long list of obligations to the community, it is expected that various foreseen and unforeseen matters may need to be addressed. The GPP Monitor should be prepared to assist ESD in working through such matters by among other things: maintaining a data base (which at ESD request/direction might be utilized to respond to FOIL requests); coordinating calls, meetings, requests regarding adequacy of compliance documentation; and, when requested, providing more detailed analysis of construction or benefit compliance. However, budgets should be based on the assumption that Columbia will reasonably cooperate with the GPP Monitor and will at all times be in compliance with its obligations. Budgets may be based on additional assumptions so long as the assumptions are clearly set forth in Respondent's proposal.

**Q12:** Is it possible to schedule a walk-through prior to the expected submission date?

**A12:** As per the RFP, the scheduled Information Session and Site Visit took place on March 13, 2012.